

----- Original Message -----

From: Sheryl Sandberg <sheryl@facebook.com>

To: Cory A. Booker; 'mattesb@ci.newark.nj.us' <mattesb@ci.newark.nj.us>; 'deshawn.wright@gmail.com' <deshawn.wright@gmail.com>

Cc: Marne Levine <marne.levine@facebook.com>

Sent: Sat Sep 18 10:54:07 2010

Subject: Immediate capital needs

Cory and Bari,

Wondering what our immediate spending needs are for the next 100 days. I think there are two things - working capital for expenses and the community outreach.

Can you send me a budget for the next 100 days? Including the original 100k and how that has or will be spent.

Also some details on the community outreach piece too.

Sheryl

Please excuse blackberry-caused typos.

Macklin, Sharon

From: Mattes, Bari
Sent: Saturday, September 18, 2010 2:36 PM
To: Sarah Ross; mayor@bookerteam.com
Cc: [REDACTED]
Subject: RE: urgent

Hi, Sarah -- I completely understand what Facebook wants to do and want to find a way to get there quickly. My concerns with NEYDF are two-fold: one is management and administration -- the consumer match account would not solve this as they are still donations to NEYDF that have to be accounted for, reported, etc. We set up a very lean organization -- long on program support and working with our grantees but not set up with the infrastructure to be the type of organization that collects these kind of gifts.

Even more importantly (and compellingly, I think) is that, in my experience, donors (large and small) like to know where their money is going. If I had \$100, I would not begin to think that it could begin to make a difference in a \$250 million initiative and might not even bother to make the donation. It would just seem like money going into a dark hole. If I, for \$100, could fund half of a class trip or a science project, that would jazz me -- and likely would make me return often if I had an extra \$25 to find something else. And, as Mark's money is not going directly in to the classrooms, this is another benefit of creating a Donors Choose-type project.

As you have been working with Donors Choose, you know that \$5 or \$10 matters -- people like and feel that. That won't be the case with NEYDF. That's why I'd like to go with something like Donors Choose -- and Mark can include this towards his match (or not).

-----Original Message-----

From: Sarah Ross [mailto:sarah@katalystfilms.com]
Sent: Sat 9/18/2010 2:22 PM
To: Mattes, Bari; mayor@bookerteam.com
Cc: [REDACTED]
Subject: RE: urgent

Hi Bari - quick question (not being an expert in New Jersey-based micro-transactions/fundraising) = would the administration of a consumer match be possible by segregating the funds? For example, holding out \$5 million as the "consumer match" account, and working with a third-party (i.e., Kiva or Causes) that specializes in micro-donations to administer the match, etc.? Would segregating the funds help overcome the backend challenges of fund administration?

Just brainstorming here ... as Facebook would love a recommendation for engaging real world consumers who want to match Mark's contribution \$5 to \$10 at a time.

Sarah

From: Mattes, Bari [mailto:mattesb@ci.newark.nj.us]
Sent: Saturday, September 18, 2010 11:12 AM
To: mayor@bookerteam.com; Sarah Ross
Cc: [REDACTED]
Subject: Re: urgent

FYI. The Mck folks concur that NEYDF is not the right vehicle.

From: Cory A. Booker <mayor@bookerteam.com>
To: [REDACTED]; Mattes, Bari
Cc: [REDACTED]
Sent: Sat Sep 18 13:53:47 2010
Subject: Re: urgent

Yes, I agree Sarah. Let's talk asap.

----- Original Message -----

From: Sarah Ross <sarah@katalystfilms.com>
To: Mattes, Bari <mattesb@ci.newark.nj.us>; Cory A. Booker
Cc: De'Shawn Wright <deshawn.wright@gmail.com>; matt.klapper@gmail.com <matt.klapper@gmail.com>
Sent: Sat Sep 18 14:32:30 2010
Subject: RE: urgent

Hi guys - I have dropped the Facebook team on this response (Newark team only) . . .

Elliot called me this morning. This community donation mechanism is super important to Mark and Facebook - as they believe a large number of people will want to contribute to trigger the match. They believe it's bad positioning for Mark if only higher end donors are able to contribute to the matching funds in large chunks.

While I am not an expert on the tax or legal implications of taking in micro-donations for a New Jersey-based non-profit organization, I do know we have access to a huge community of developers who will work with us to create a transaction solution. It is important we activate this group today - or they will not have enough time to build and test a platform that would be ready for The Oprah Winfrey Show. Solutions include:

- Jack Dorsey and Square - consumer merchant platform (open web)
- Sean Parker and Causes - 130 million member app on Facebook that connects microtransactions (downside - Causes only works on Facebook)
- Reid Hoffman and PayPal - universal payment system (open web)

• Charles Best and DonorsChoose - we could create a Newark-specific donation system, however this may not be big enough. All of the Newark school projects could be funded for \$62,000 (that would fund everything), and those dollars are too small for what Oprah/Zuckerberg/Booker/Christie could raise on Friday

• Dan Rosensweig and Chegg - Chegg is a massive transaction platform that should be able to extend to donations (would require a discrete account on the back end)

• Google - Google payments could work (we would work via Elliot's network)

• Kiva - Kiva is another platform that would work (we would work via Ron Conway and Reid Hoffman's networks)

From my perspective, our best solution here is Jack Dorsey, as his solution is universal and does not require a Facebook log-in to access. Given that Jack invented Twitter, it is a wonderful industry message to see the creator of Facebook and the creator of Twitter working together for Newark (it's the Valley's version of a bipartisan collaboration, etc.).

We are going to need to sync on feedback for Facebook on this point (above) this weekend. Consumer donations is a hot button for them right now.

Sarah

From: Mattes, Bari [mailto:mattesb@ci.newark.nj.us]

Sent: Saturday, September 18, 2010 9:57 AM

To: Elliot Schrage; Sheryl Sandberg; Cory A. Booker; [REDACTED]

Cc: De'Shawn Wright; Marne Levine; Libby Leffler; Jennifer Holleran; Larry Yu; Randi Zuckerberg; Sarah Ross

Subject: RE: urgent

There is a NJ non-profit corporation established but IRS application is pending completion -- can definitely receive funds. However, we did not envision NEYDF taking in lots of small contributions -- that could be very cumbersome. Instead, what has been discussed is creating something like Donors Choose for Newark only so that people could support this effort directly through projects in the schools. I am sure we can get a web page created but the issue is having the teacher identified projects ready to go. I will discuss on our side on status of this.

-----Original Message-----

From: Elliot Schrage [mailto:elliott@facebook.com]

Sent: Sat 9/18/2010 12:39 PM

To: Sheryl Sandberg; Cory A. Booker; [REDACTED]; Mattes, Bari

Cc: De'Shawn Wright; Marne Levine; Libby Leffler; Jennifer Holleran; Larry Yu; Randi Zuckerberg; Sarah Ross

Subject: Re: urgent

I'm adding Randi Z from our side and Sarah R from Cory's team

They are well placed to propose ideas on how we handle the funding logistics - if someone can tell them who should receive the funds (NEYDF or another entity)

We should be able to help here - though I caution that I do NOT want this to be perceived in any way as an attempt to showcase (or require or favor) the use of Facebook to attract donations

On 9/18/10 9:03 AM, "Sheryl Sandberg" <sheryl@facebook.com> wrote:

URGENT - As Jen points out, having the ability for citizens put in funds to help match Mark's money is fantastic. Oprah is the day to do it.

- 1) Is the NEYDF foundation legally established?
- 2) Can we have a website up and running so it can take donations from citizens by Friday?

This could be huge. Bari - can this get done?

The City of Newark e-mail system is for business purposes only. This e-mail and any files transmitted with it are confidential and are intended solely for the use of the individual or entity to which they are addressed. This communication may contain material protected by the attorney-client privilege. If you are not the intended recipient or the person responsible for delivering the e-mail to the intended recipient, be advised that you have received this e-mail in error and that any use, dissemination, forwarding, printing, or copying of this e-mail is strictly prohibited. If you received this email in error, please notify the sender immediately by reply e-mail and destroy all copies of the original mail.

Macklin, Sharon

From: Mattes, Bari
Sent: Sunday, September 19, 2010 7:46 PM
To: [REDACTED]
Cc: 'mayor@bookerteam.com'; [REDACTED]; Macklin, Sharon
Subject: Re: TIME SENSITIVE - need coordinated recommendation out to Facebook by 8:00 p.m. TONIGHT

DW, I concur wholeheartedly for a number of reasons:

1. Donors of this size will be much more likely to give where they see tangible connection -- \$50, \$100, etc in a \$250M fund will strike most as irrelevant and not worth it. They will feel much better if they know they are making a difference.
2. MZ's money is not going in to classrooms -- we will get a lot of local props for doing it this way. Will help with community piece.
3. With \$65,000 of projects in Newark, we can create real excitement about this if these projects get quickly funded. I hope to be pleasantly surprised but I don't think we are looking at millions of dollars here. Mayor's tweets about his re-election effortsd netted about \$2000.
4. MZ can decide that this goes against the match -- completely his decision. We would still commit to raise the \$100M as I believe the consumer piece will be relatively immaterial.
5. NEYDF has not been designed to take small gifts. The generation of the receipt is but one part of it. We are not the United Way.

Talk later.

----- Original Message -----

From: De'Shawn Wright [REDACTED]
To: Sarah Ross <sarah@katalystfilms.com>
Cc: Mattes, Bari; mayor@bookerteam.com <mayor@bookerteam.com>; matt.klapper@gmail.com <matt.klapper@gmail.com>; Macklin, Sharon
Sent: Sun Sep 19 19:31:43 2010
Subject: Re: TIME SENSITIVE - need coordinated recommendation out to Facebook by 8:00 p.m. TONIGHT

I like DonorsChoose. It gives donors opportunity to fund something tangible, has built-in response mechanism (notes from kids) and drives resources directly to Newark classrooms through our teachers (a critical group to our efforts). Sends a great early message.

On Sun, Sep 19, 2010 at 6:58 PM, Sarah Ross <sarah@katalystfilms.com> wrote:

> Works for me. We do need to close this item out tonight -- or we will
> not have time to execute.

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> From: Mattes, Bari [mailto:mattesb@ci.newark.nj.us]
> Sent: Sunday, September 19, 2010 3:39 PM
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> To: Sarah Ross; mayor@bookerteam.com
> Cc: [REDACTED]; Macklin, Sharon
> Subject: Re: TIME SENSITIVE - need coordinated recommendation out to
> Facebook by 8:00 p.m. TONIGHT

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>
> Hey team -- need to move call back to 10:30 pm EST.
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> From: Sarah Ross <sarah@katalystfilms.com>
> To: Mattes, Bari; mayor@bookerteam.com <mayor@bookerteam.com>
> Cc: deshawn.wright@gmail.com <deshawn.wright@gmail.com>;
> matt.klapper@gmail.com <matt.klapper@gmail.com>
> Sent: Sun Sep 19 18:22:01 2010
> Subject: TIME SENSITIVE - need coordinated recommendation out to
> Facebook by
> 8:00 p.m. TONIGHT

> Hi Team Newark:

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> We need to have a coordinated recommendation out to Facebook by 8:00 p.m.
> EST tonight on how Newark will manage the consumer donation channel to
> trigger Mark's matching funds. This component of the fundraising
> effort is critical to Facebook, and the Facebook team is expecting a
> recommendation from us quickly. The deadline on this decision is
> being driven by the technical team at Square, who are mobilizing to
> build for us. They are staffing on a 24 hour system (literally
> round-the-clock) to build a system for Newark, and if they do not
> begin working tonight -- they will not have enough time to make the system operation for Friday's Oprah appearance.

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> I have worked very quickly and diligently this weekend to surface two
> solutions for evaluation.

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> SOLUTION #1 = DonorsChoose

>
> PROS TO THE DONORSCHOOSE SOLUTION

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> DonorsChoose is happy to host a Newark-specific promotion

- > from the DonorsChoose home page, to drive donations into funding
- > Newark classroom projects.
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- > • DonorsChoose will build a Newark-specific landing page (with
- > a dedicated URL) to further surface and capture engagement with the
- > Newark classrooms.
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- > • DonorsChoose has a scalable platform, and consumer donors
- > receive a direct (and heartwarming) connection to the classroom they
- > are funding – thank you notes from the teacher, students, etc., etc.
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- > • DonorsChoose has a large base of teacher users in Newark who
- > could submit hundreds of project requests (such that the bulk of
- > Oprah-inspired donations would go directly to Newark classrooms)
- > ****IF**** Oprah would give a green light to do Newark teacher outreach at
- > least a couple days before the show.
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- > • Funds raised would go to DonorsChoose, and would not trigger
- > Mark's match (as I understand the matching system) – as the funds are
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- > • Oprah's viewers would have a range of schools to donate to
- > on the DonorsChoose web site – and while money would flow into Newark,
- > it would flow to other schools in need across the country.
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- > • There are 35 Newark classroom projects active on
- > DonorsChoose.org at this moment and, to date, 450 classroom projects
- > from Newark teachers have been funded over the last few years.
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- > • It would take \$60,000 to fund all of the classroom projects
- > in Newark that are currently open (the scope may be too small for the
- > power of Oprah and Zuckerberg, etc.).
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- > SOUTION #2 = SQUARE + AMAZON
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- > PROS ON THE SQUARE + AMAZON SOLUTION
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- > • Jack Dorsey and a group of engineers from Amazon and PayPal
- > will build a dedicated page for Newark on Square (will live under the
- > URL www.squareup.com/newark).
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- > • This dedicated page will give consumers the ability to
- > directly contribute to the Newark Ed Fund through two mechanisms.
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- > • Consumers can donate ONLINE via Amazon's merchant platform
- > (the world's largest database of credit cards); with an integration of

> Amazon's "one click" system (so if you have an Amazon account already,
> you can donate with one click).

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> Consumers can donate OFFLINE via Square – volunteers with
> Square readers can be out in the streets of Newark, in Apple Stores,
> at Facebook's headquarters – anywhere – taking donations via Square (www.squareup.com).

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> All donations can be taken with the full registration system
> required for tax exempt notifications, etc.

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> The Amazon and Square merchant platforms will be backended
> by the Newark Ed Fund bank account.

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> A data base of all donors will be created.

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> for the "real time fundraising engine" we have discussed for some time.

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> integrated in the Square page with a promotional module that links
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> This solution will scale – in the event 10,000,000 people
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> Cc: [REDACTED]
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> Sent: Sat 9/18/2010 4:25 PM
> To: Mattes, Bari; mayor@bookerteam.com
> Cc: deshawn.wright@gmail.com; matt.klapper@gmail.com
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> I just spoke to Charles Best. I think we have a solution that will work.
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> Cc: [REDACTED]
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Cc: [REDACTED]; Macklin, Sharon
Subject: Re: TIME SENSITIVE - need coordinated recommendation out to Facebook by 8:00 p.m. TONIGHT

Mayor and I are in an event and can't be on a call at 8 pm. Is everyone available at 9:15 EST?

Sharon, can you set a cc for 9:15 and send around a confirmation number? Thanks.

From: Sarah Ross <sarah@katalystfilms.com>
To: Mattes, Bari; mayor@bookerteam.com <mayor@bookerteam.com>
Cc: deshawn.wright@gmail.com <deshawn.wright@gmail.com>; matt.klapper@gmail.com <matt.klapper@gmail.com>
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Sent: Saturday, September 18, 2010 11:12 AM
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Cc: [REDACTED]
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From: Cory A. Booker <mayor@bookerteam.com>
To: [REDACTED]; Mattes, Bari
Cc: [REDACTED]
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We are going to need to sync on feedback for Facebook on this point (above) this weekend. Consumer donations is a hot button for them right now.

Sarah

From: Mattes, Bari [<mailto:mattesb@ci.newark.nj.us>]
Sent: Saturday, September 18, 2010 9:57 AM
To: Elliot Schrage; Sheryl Sandberg; Cory A. Booker; [REDACTED]
Cc: DeShawn Wright; Marne Levine; Libby Leffler; Jennifer Holleran; Larry Yu; Randi Zuckerberg; Sarah Ross
Subject: RE: urgent

There is a NJ non-profit corporation established but IRS application is pending completion -- can definitely receive funds. However, we did not envision NEYDF taking in lots of small contributions -- that could be very cumbersome. Instead, what has been discussed is creating something like Donors Choose for Newark only so that people could support this effort directly through projects in the schools. I am sure we can get a web page created but the issue is having the teacher identified projects ready to go. I will discuss on our side on status of this.

-----Original Message-----

From: Elliot Schrage [<mailto:elliott@facebook.com>]
Sent: Sat 9/18/2010 12:39 PM
To: Sheryl Sandberg; Cory A. Booker; Ronald Piervincenzi@McKinsey.com; Mattes, Bari
Cc: DeShawn Wright; Marne Levine; Libby Leffler; Jennifer Holleran; Larry Yu; Randi Zuckerberg; Sarah Ross
Subject: Re: urgent

I'm adding Randi Z from our side and Sarah R from Cory's team

They are well placed to propose ideas on how we handle the funding logistics - if someone can tell them who should receive the funds (NEYDF or another entity)

We should be able to help here - though I caution that I do NOT want this to be perceived in any way as an attempt to showcase (or require or favor) the use of Facebook to attract donations

On 9/18/10 9:03 AM, "Sheryl Sandberg" <sheryl@facebook.com> wrote:

URGENT - As Jen points out, having the ability for citizens put in funds to help match Mark's money is fantastic. Oprah is the day to do it.

- 1) Is the NEYDF foundation legally established?
- 2) Can we have a website up and running so it can take donations from citizens by Friday?